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USIB-D-39.7/2
19 December 1961

UNITED STATES INTELLIGENCE BOARD

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD

SUBJECT : Status Report on the Community Information
Processing Study

REFERENCE : USIB-D-39.7/1 (Final), 24 July 1961

The attached status report is forwarded for review. At the request of the Chairman of CODIB we are placing this matter on the agenda of an early USIB meeting for noting and for such additional guidance to CODIB as the Board is in a position to give in the light of the status of this project and developments in the community since the study was authorized (USIB-M-163, 11 July 1961, item 6).



Executive Secretary

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Attachment

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CODIB-D-82/13
4 December 1961

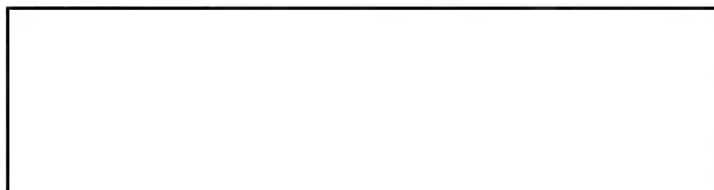
UNITED STATES INTELLIGENCE BOARD
COMMITTEE ON DOCUMENTATION

MEMORANDUM FOR: Chairman, United States Intelligence Board

SUBJECT: Status Report on the Community Information
Processing Study

REFERENCE: USIB-D-39.7/1 (Final), 24 July 1961

1. As authorized and directed by USIB under reference, I have proceeded with the selection of a staff director and staff for the conduct of a study of the USIB information processing problems. To date the following full-time personnel have reported:



2. A current status report by the Staff is attached as Enclosure 1. This report reflects the implementation problems being encountered.

3. The proposed study plan developed by the Staff, the concept of which has been approved by the Committee on Documentation (CODIB), is attached as Enclosure 2. I particularly invite the attention of the Intelligence Board to the list of Major Tasks (page 6) and to the Guidelines section (pages 18-19) of the proposed study plan.

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4. We are at a critical stage in this undertaking. While considerable thought and planning has been done since the Intelligence Board approved the Terms of Reference in July, it remains that we must obtain early designation of full-time staff members from State, Navy, NSA, and particularly DIA. An additional and continuing imperative is that DIA information processing plans for the Department of Defense and the Community study effort be coordinated.

5. Meanwhile the Staff Director has been instructed to:

- Limit the scope of the study to problem definitions of input-output processing.
- Initiate a study of state-of-the-art in data processing.
- Proceed with such other tasks as can be undertaken in view of the realities of the present situation in the Intelligence Community.

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Chairman

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Enclosures - 2

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Enclosure 1

SCIPS-D-2/1

29 November 1961

STAFF FOR THE COMMUNITY INFORMATION PROCESSING STUDY

MEMORANDUM FOR: Chairman, USIB Committee on Documentation

SUBJECT: Implementation of Community Information Processing Study

REFERENCE: USIB-D-39.7/1 (Final) dated 24 July 1961

1. Pursuant to paragraph 1d of reference the following progress and status report is made on subject.

2. Phase I of the terms of reference for the study (USIB-D-39.7/1 Final, 11 July 1961), namely the preparation of a plan for the conduct of the study, has been completed. The plan details the tasks to be completed and estimates an equivalent 33-man-year effort over a 70-week period. The study plan was considered at the CODIB Meeting on 19 October 1961. I interpret the consensus of the committee's consideration to be:

- (a) Reaffirmed the need and importance of the study.
- (b) Concurred in the general study concept and tasks outlined in the study plan.
- (c) Considered the estimated effort reasonable but probably conservative.
- (d) Could not commit all the resources called for in the plan due to departmental and DIA priorities.
- (e) Expressed concern at the use of contractors to assist in the fact-finding phase due to security restrictions.

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- (f) General objection to a study of organizational T/O's and budgets as such.
 - (g) Desires that the scope of the study be limited initially to detecting interrelationships of information flow until 1 February 1962 as suggested by DIA, at which time they would reconsider full implementation of the plan. This restriction of scope was made to give DIA time to determine at least the nature of its plans for organizational and functional changes in the military services intelligence components.
 - (h) Agreed that the sub-task of examining the state-of-the-art in information processing could commence at once.
3. The present situation is:
- (a) A staff of three full-time members (CIA, AF, and Army) plus one clerical and myself on board.
 - (b) Part-time members have been designated from Navy, NSA, and DOD/R&E - but to date have been available on a very limited basis.
 - (c) Firm intentions to assign a full-time representative in the near future from State, Navy, and DIA; and an equivalent one-man representation from NSA.
 - (d) A willingness to assign a staff member from NBS and Bureau of Budget on a reimbursable basis.
 - (e) An agreed study plan with restriction of scope until 1 February 1962.

4. With the present on-board strength it would take at least 10 years to complete the study; realization of all the commitments made (paragraph 3 above) would result in a minimum three-year schedule, based on the probably under-estimated effort estimates. With this situation pertaining, I propose to proceed as follows:

A. Staffing:

- (1) Seek fulfillment of personnel commitments made.
- (2) Seek three additional members for the Staff from CIA.
- (3) Identify consultants now under Government contract who could best serve the Staff in a consultant capacity.

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B. Fact Finding:

- (1) Identify information flows, processes, functions and inter-relations subject to immediate study.
- (2) Determine what facts are sought on these flows, processes, functions and interactions.
- (3) Determine methods of acquiring those facts including identification of pertinent studies under way or completed.
- (4) Proceed with the acquisition of the facts.
- (5) Initiate task on state-of-the-art survey.

C. Planning:

- (1) Re-examine the initial plan in terms of sequence and effort allocation in light of results of steps (1), (2), and (3) under "B" above.
- (2) Maintain liaison with DIA for early detection of major changes in the military intelligence organization and functions as related to the Community Study.
- (3) Give further consideration to the security and monetary aspects of private industry assistance on the study.
- (4) Delay detailed planning of the remainder of the study until personnel resources are assured.

5. I am not so concerned at the temporary restriction of scope and resources because we couldn't move much faster than that anyway. My prime concern is that the SCIPS staffing situation is typical of Community efforts in information processing, collection, production, operation, or coordination. That is, national priorities prevail during the Community consideration and planning stage but in actual implementation departmental priorities are the prime determinant. I therefore propose that on or before 1 February 1962 we take another hard look at resources probabilities, and if negative, recommend either strong remedial actions or abandonment of the study. At present, we are in the position of not having commitments for the required personnel nor do we have assurances that such commitments will ever be made. This means that we don't know whether the study can proceed as planned or not. It is incumbent upon us to inform USIB of this situation.

6. It is recommended that the USIB members facilitate the prompt implementation of personnel commitments agreed at the CODIB level and noted in paragraph 3 above.

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7. It is believed that any USIB action on other problems encountered (full resources, industry assistance, funding) can be deferred until the limitations on the previously USIB approved objectives can be specified at which time a further report will be made to USIB.

8. Attached is a revision of the proposed study plan (SCIPS-D-1/2) reflecting some of the CODIB discussion but without regard to the temporarily reduced scope.

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Director, SCIPS

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Enclosure 2

SCIPS-D-1/2
1 November 1961

PROPOSED PLAN

FOR

STUDY OF INFORMATION PROCESSING

IN THE INTELLIGENCE COMMUNITY

by

The USIB Staff for the Community Information
Processing Study
(SCIPS)

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INTRODUCTION

On 11 July 1961 the United States Intelligence Board (USIB) approved the terms of reference for a study of USIB information processing problems and indicated its full support for the project and its objectives. The approved Terms of Reference (USIB-D-39.7/1, Final 11 July 1961) envisaged a six-phase program, the first phase being the preparation of a plan for conducting the study. The plan cannot be finalized until the personnel and monetary resources to be allotted to the study are determined. While there is general agreement on the plan in terms of scope and approach, even these are subject to drastic revision in light of actual resources realized or to be realized. Thus the following plan must be considered as a proposed plan.

The mission of SCIPS per the terms of reference includes examination, diagnosis, and prescription of the Community information processes. The implementation and follow-up of the results is dependent upon USIB approval of the prescription, and are therefore beyond the present scope of SCIPS. The study tasks identified in the following plan are grouped into the following corresponding phases: Fact Gathering; Analysis; Conclusions and Recommendations.

The purpose of the study as stated in the terms of reference is to "prepare guidelines for the development of information processing facilities in the Community". This purpose is concerned with the management of the functional area of substantive information processing. However, the mission of SCIPS is not to manage the information processes, but rather in a staff sense to assist in the management of this functional area by conducting a system study.

The objectives of the study are the second-level elaboration of the purpose. The objectives are discernible from the terms of reference and the USIB minute thereon (USIB D-39.7/1 FINAL, 24 July 1961). These primary objectives can be summarized in terms of the product of the study as follows:

1. Identification and specification of weaknesses, gaps, overlaps, and other problems in present activities.
2. Alternative and recommend solutions to the weakness, gaps, overlaps and problems.
3. Recommended means of effecting solutions.

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It is recognized that the elements of the intelligence cycle (Requirements, Collection, Processing, Analysis, Estimating, Use) are not integral nor exclusive but rather interact and overlap. Also the cycle is a closed loop. Thus the processing element cannot be studied in isolation but it does define the scope of the study in terms of area of interest and emphasis.

Ideally, the scope of the study should be concretely determined in advance. The terms of reference specify the scope as comprehensive in terms of information sources and processing functions. Further definition of the scope will vary by organization, task, and function. Some further definition of scope is included as "Scope Notes" on the individual task descriptions that follow. However, complete specification of scope must await completion of the first few study tasks.

The general method of study will be by task team survey techniques (including written questionnaires, personal interview, field survey, on-site briefings, and review and collation from pertinent literature, studies, regulations, and administrative reports) and the application of system analysis.

The approach will be both from an organizational-functional viewpoint and from a problem-oriented basis dependent upon the particular task. In either case the conduct of the study will be oriented to the interaction of the user and the system.

The staff composition will be a mixture of intelligence staff employees and private contractors. The proportion will depend on the most efficient method of accomplishing each individual task and on expertise available. The over-all ratio of staff employees to contractors will be high per the terms of reference.

The general philosophy of the plan is to make a study with a "system" rather than a "problem" orientation. Although the fact gathering may be approached on a problem, function, organization, or subject basis, the actual analysis and solution of problems is to be done only in the context of the total Community system. It is the failure of past problem-oriented solutions to withstand other conflicting system pressures that gives rise to a total-system approach.

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THE STUDY PLAN

The plan for the study was developed and is presented in the following sequence:

1. Twelve major tasks were identified as required to accomplish the purpose of the study. These major tasks are basically a further breakdown of the objectives. (TAB A)
2. To enable man-loading and scheduling of the study the major tasks were further defined by identification of their principal elements. These 160 elements are included in the plan as Sub-Tasks (TAB B). These Sub-Tasks not only enabled man-loading and scheduling but will facilitate efficient organization of the staff and give direction to the study.
3. The Tasks and Sub-Tasks were then examined in terms of study method, and type and general qualifications of personnel required. Estimates were then made of the numbers of people and the time required to perform each of the Sub-Tasks. This examination of the Sub-Tasks also enabled detection of areas where extra-Community assistance would be advisable. The estimates may prove both high and low in varying tasks; in the aggregate they are considered "reasonable" best estimates. The estimate of man-years required for the fact-gathering phase is particularly subject to change (probably increase) after the specific data requirements are determined and some initial attempts to obtain the data have been made. Summary of personnel requirements aggregated by major Task is portrayed in TAB C.
4. With the number of people, time required, and Sub-Tasks identified it was then possible to schedule the total study. To the extent that Sub-Tasks were not dependent on the completion of other Tasks they were scheduled to be conducted concurrently. This was done on the basis of minimizing the time required to complete the study. The result of this concurrent scheduling is no increase in total man-years of effort, but an increase in the number of different people for shorter periods of time. The other principal advantages in this approach are the division of labor and the utilization of more of the Community expertise. (It is indeed difficult to find very many individuals who know more than a small segment of the Community.) Major disadvantages in this type of scheduling include increased complexity of managing the study and the difficulty of getting more people released from present duties though for shorter periods of time. The resulting Task Schedule appears as TAB D. Three

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alternatives to this scheduling approach are: (a) using a small staff continuously for a very long period of time; (b) using a greater number of contractor personnel with the attendant security problems and greater cost; or (c) using a small staff for the period of time reflected in TAB D, resulting in only "general" solutions not amenable to actual application.

5. In order to specify the personnel requirements, unnamed members of the projected staff were numbered and assigned to specific Sub-Tasks for specific time periods (TAB E). Where the detailed experience of a member of one Task group would be desirable in a follow-on Task he is retained and the other members are dropped. This enables overlapping scheduling yet retains essential continuity and coordination between Tasks. It was at this stage that the concept of a Central Team for the duration of the study developed. This core would consist of system-oriented senior members from the major agencies, plus four private industry experts to assist during the analysis and system design phase. This Central Team should be full-time to give guidance and perspective to the other staff members, and to provide continuity during the whole course of the study. In specifying the personnel requirements, the desirable source (Agency or industry) to fill each staff position was identified as well as the general qualifications desired in each position. A summary of the numbers of people desired from each source is portrayed in TAB F.
6. TAB G is an over-all organization chart for the staff. The actual organizational structure would not be static as the chart implies but would be varied by the Tasks scheduled for any given time period. As shown on the chart there would be a Central Team for the duration of the study, a Support Team varying in composition the first 20 weeks of the study and then disbanded, and five working groups on specific Tasks for some 20 lapse weeks.

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PLAN IMPLEMENTATION

1. Personnel - The first requirement is the designation and assignment of the Central Team members. The Support Team and Working Group members should be identified at an early date but called to the staff only after the Central Team has progressed far enough to effectively employ the other members. The identification of the minimum required private industry assistance can proceed immediately, with the actual assignment of industry members occurring per the schedule.
2. Facility - Office facilities have been provided in the CIA Langley building.
3. Support - Salaries of staff members will continue to be paid by the parent agency. Supplies, travel arrangements, communications, and security support will be provided by CIA. Operating, contract, and travel funds will be provided by CIA and DOD. Funding requirements will be established after the staffing pattern is assured.

TAB A

SCIPS

PLAN

MAJOR TASKS

Phase I FACT GATHERING

- A. Examine Organizational Components Presently Processing Intelligence Information
- B. Identify and Measure the Present Information Processing System
- C. Identify Future Demands on the System

Phase II ANALYSIS

- D. Consider Planned Data Processing Applications
- E. Identify Principal Specific Problems and Possible Problem-Solutions
- F. Evaluate State-of-the-Art in Information Processing
- G. Appraise Potential Applications of Techniques and Equipments
- H. Identify Deficiencies of Present Processes and Develop Alternative System-Solutions

Phase III RECOMMENDATIONS AND CONCLUSIONS

- I. Design Ideal Community Information Processing System
- J. Develop Guidelines for USIB Management of Information Processing.
- K. Develop Recommendations
- L. Report Results of Study

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24 July 1961

UNITED STATES INTELLIGENCE BOARD

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD

SUBJECT : Terms of Reference for Study of USIB
Information Processing Problems

REFERENCE : USIB-M-163, item 6

1. On 11 July the United States Intelligence Board considered the question of the CODIB-proposed terms of reference for a study of USIB information processing problems. The Board-approved minute of the USIB action is as follows:

25X1 [] referred to previous USIB discussion of the CODIB plan for conducting a study of information processing problems in the intelligence community (USIB-M-161, 27 June, item 8) and advised the Board about various suggested modifications to the draft proposed, especially regarding the provisions for staffing, that had been worked out in the interim in consultation with certain members of the Board. With respect to a general question raised regarding the use by member agencies of the term "SIGINT", the members agreed to check into technical or other relevant aspects of the matter and consider it further at an early meeting.

"The following actions were then taken on the CODIB proposal (Attachment to USIB-D-39.7/1, 16 June):

"a. The Board approved the terms of reference for a study of the USIB information processing problems as amended, * and indicated their full support for the project and its objectives.

*This document, as approved by the Board, will be circulated as USIB-D-39.7/1, Final.

Distribution: Regular "D", plus 130 copies of cover memo only to CODIB

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"b. The Chairman, CODIB, was authorized and directed to proceed with the selection of a staff director and staff. State, Army and Air Force each agreed to make one qualified person available, and Defense tentatively agreed to do so also. Navy and NSA will provide representation as appropriate to the task at hand. CIA will supplement this effort to build up the minimal staff required to secure the objectives of the study.

"c. It was recognized that CODIB should be given considerable latitude in implementing the plan. However, significant departures are to be referred to the Board for decision.

"d. The Board directed that it be kept current on progress made in organizing the staff and in the conduct of the study. Should problems arise which cause delay, they are to be referred to USIB promptly.

"e. Pending completion of the study and USIB consideration of the findings, the members of the Board agreed that, in managing their own internal automatic data processing (ADP) developmental programs they would take cognizance of the fact that this study is in progress.

"f. Action proposed by the staff or CODIB during the course of the study or upon its completion will be submitted to USIB in the form of recommendations supported by justification."

2. The attached terms of reference reflect the amendments agreed to by USIB and therefore supersede the draft previously circulated (USIB-D-39.7/1, 16 June).

3. In the light of the above USIB decision, the Chairman of CODIB is requested to take appropriate steps with respect to that Committee and the USIB agencies concerned to implement the Board action.


Executive Secretary

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UNITED STATES INTELLIGENCE BOARD
COMMITTEE ON DOCUMENTATION

Terms of Reference for
Study of
USIB Information Processing Problems

Purpose of Study

1. The basic purpose of the study is to help the USIB and CODIB to prepare "guidelines for the development of information processing facilities in the Community" (USIB-M-115). "The study should seek to establish and define long-range goals, with particular emphasis on considerations attending the use of automatic data processing and the development of compatible systems" (USIB-M-144).

2. The need for such guidelines stems from the growing complexity of the intelligence community, and the appreciable increase in the types and amounts of intelligence information which must be handled. The interdependence of the individual intelligence organizations and the high cost of processing information make it mandatory that remedial action be taken now.

3. The results of a study of the data processing requirements of the intelligence community will of necessity reflect the problems uppermost in each

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intelligence component as a consequence of providing information to, or receiving information from, the other components of the community. Such problems should be identified and, to the extent possible solutions for them should also be sought during the course of the study.

4. To restate and summarize, we want to recommend guidelines for the development of individual information systems and services of common concern which take full account of the potential of modern techniques for processing information in order to improve the collective effort.

Scope

5. The scope of the study will be comprehensive as to sources from open literature through "exotic" collection programs. Similarly, it will have to take a broad view of the intelligence cycle and include in its investigations collection and the field preparation of documents, communication, systems' input and information dissemination, storage retrieval and display, and user requirements for additional collection.

Conceptual Approach

6. We visualize the study being carried out in various phases, with considerable latitude permitted as long as the purpose of the study is kept

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clearly in mind:

Phase I:	Preparation of plan
Phase II:	Organizing the effort
Phase III:	Fact gathering
Phase IV:	Analysis
Phase V:	Formulation of conclusions
Phase VI:	Formulation of recommendations

7. The control of the study should remain unmistakably and firmly in the hands of CODIB under the guidance of USIB.

8. Dependence on outside help should be limited to expertise needed to make up deficiencies arising as a result of inability of the intelligence community to staff the effort from its own people.

9. The fact finding phase should include the identification of:

- the activities which by reason of function are to be included in the study.
- the needs of these activities for classified information and for open literature to discharge their intelligence missions.
- the problems of (a) knowing that the required information exists; and (b) gaining access to the information itself.
- the problems of preparing input in view of the multiplicity of sources, variety, formats, security controls, languages;

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of the perishability of the information; and of the competition
for information.

- the problems of dissemination by receiving processing centers,
including matching receipts with requirements.
- the problem of servicing requests for information by retrieval
from storage.
- current and long-range programs affecting any of the above.

10. The analysis phase should carefully examine questions of organization, controls and procedures. The inadequacies of the present way in which the intelligence community processes its information are to be identified. Possible remedial steps should be examined, and statements made of prospective advantages, disadvantages and difficulties.

Key Problems Amenable to Analysis

11. In a further effort to make as clear as possible what we want from this study, the following tasks relative to intelligence processing activities should be accomplished during the analysis and subsequent phase of the project:

- a. Review the present allocation of functional areas
of responsibility of individual departments or agencies

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engaged in intelligence processing activities within
the intelligence community.

- b. For functional areas of common interest determine appropriate means of direction, integration, coordination or allocation of data processing responsibilities within the intelligence community to ensure effective accomplishment of assigned mission; consider that improved EDP capabilities provide a tool for more latitude in allocating responsibilities, but also that some new restraints that must be identified are imposed by the interplay of standardization and/or compatibility and the costs of operating EDP installations.
- c. Through a knowledge of existing and planned capabilities of the various components of the community, including a survey of USIB holdings and the scope and subdivisions of the "common data base", determine means of providing direction to ensure the effective discharge by these components of proposed allocated responsibilities through:

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- (1) Use of standardized procedures and techniques
 - (2) Use of compatible systems of equipment.
- d. Determine an effective means within the intelligence community to ensure a dynamic and consistent advance in the capabilities of the various components of the community to prevent large discrepancies in capabilities from hindering the effectiveness of the community as a whole, including provision for evaluative-type experiments of general community interest but too expensive in funds or manpower for one agency to consider. Recommend procedures by which common services can best be provided for the community.
- e. Determine the extent of standardization desirable throughout the intelligence community in areas such as:
- (1) Indexing, including re-evaluation of the ISC and special consideration to relate any modified codes to prior codes to allow for machine transformations of prior coding efforts
 - (2) Input formatting
 - (3) Problem oriented languages for computer usage

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- (4) Compiler/translator usage
 - (5) Display symbolics and means
 - (6) Adequate security control of data within EDP systems
 - (7) Document storage in hard copy and reduced image
for rapid retrieval purposes.
- f. Project the evolving needs for communications in support of intelligence information processing activities and, in conjunction with appropriate communications agencies, appraise the adequacy of existing and planned communication facilities.
- g. Determine the extent to which EDP can assist in areas such as:
- (1) Indications and warning
 - (2) Document reference
 - (3) N-dimensional pattern analysis
 - (4) Evaluation of source data content and reliability
 - (5) Dissemination control at all levels
 - (6) Coordination of collection requirements and the
matching of information as received to related

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requirements for purposes of dissemination and
feed-back to permit continuous review and
revision of requirements

(7) Analysis of economic, transportation and logistic
system constraints

(8) Target intelligence support

(9) Intelligence incident to systematic analysis of
range activity.

h. Consider the need for and practicality of having a single
agency assume the archival responsibility for the
community.

i. Establish means of accelerating progress in the above areas
in a manner consistent with the needs of the intelligence
community as a whole.



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13. Numerous studies have been made over the past few years covering various aspects of the activities and problems of concern to us in the above components. These studies should be exploited as much as warranted in order to avoid unnecessary efforts during the fact-finding phase. Projects such as WALNUT (CIA's counterintelligence name check system), ACSIMATIC (Army's

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man-machine system), and the AIDS project (Air Force 438L system) are cases in point. In addition, there exist many general studies which provide contributions on the more theoretical aspects of our problems (e.g., NBS reports series prepared by the Research Information Center and Advisory Service on Information Processing).

14. The preparation of recommendations for Community action in specific areas need not await the completion of the entire study.

The Study Staff and Its Mission

15. The Staff assembled for conducting the study shall be a full-time working group with no other commitments. Members are to come principally from various Government intelligence organizations.

16. Expert consultants with skills needed to complement those of the members of the group are to be drawn from organizations outside of the intelligence community (some full-time, some part-time).

17. Staff personnel are to be qualified to develop long-range plans for information processing and to establish guidelines for the introduction of methods and equipments to achieve the long-range goals.

18. This analysis team should have within itself the capability to apply methods and techniques of analysis to a wide variety of system problems.

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USIB-D-39.7/1

16 June 1961

*Superseded by
Final Draft
24 July 1961*

UNITED STATES INTELLIGENCE BOARD

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD

SUBJECT: Terms of Reference for Study of USIB Information Processing Problems

1. On 7 March the Board directed the Committee on Documentation (CODIB) " . . . to prepare a plan for conducting a study of the information processing activities of the Intelligence Community. The study should seek to establish and define long-range goals, with particular emphasis on considerations attending the use of automatic data processing and the development of compatible systems. The plan is to be submitted to the USIB for approval." (USIB-M-144, item 9, final paragraph)

2. The attached "Terms of Reference for Study of USIB Information Processing Problems," which have been prepared by CODIB in response to that Board directive, are forwarded for review. We plan to place this proposal on the agenda of an early USIB meeting (probably that of 27 June).



Acting Executive Secretary

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Attachment

*Approved as amended.
For complete action, see
USIB-M-163, 11 July 1961, item 6.*

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The Study Staff and Its Mission

15. The Staff assembled for conducting the study shall be a full-time working group with no other commitments. Members are to come principally from various Government intelligence organizations.

16. Expert consultants with skills needed to complement those of the members of the group are to be drawn from organizations outside of the intelligence community (some full-time, some part-time).

17. Staff personnel are to be qualified to develop long-range plans for information processing and to establish guidelines for the introduction of methods and equipments to achieve the long-range goals.

18. This analysis team should have within itself the capability to apply methods and techniques of analysis to a wide variety of system problems. While knowledge of state-of-the-art in equipments and utilization techniques must also be contained

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